



Cross-Industry Business Development through the Integration of Media, Marketing, and Artificial Intelligence in Scalable Technology Companies

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Abstract

The article explores the integration of media, marketing, and artificial intelligence as a foundation for cross-industry business development in scalable technology companies. The article addresses the growing relevance of capability recombination under digital transformation, where firm growth depends on the capacity to link audience formation, commercialization, and data-driven product design. Its novelty lies in a convergent framework that unites media collaboration, strategic marketing, and AI-enabled problem-solving within a single model of venture creation and scaling. The study shows that media capabilities generate attention, trust, and user insight, marketing capabilities convert these assets into partnerships and monetization, and AI transforms dispersed operational and regulatory data into scalable decision-support products. The case analysis demonstrates that such recombination supports market-gap identification, product-market fit, and expansion in sectors marked by informational fragmentation, regulatory density, and operational complexity, including logistics. The article will be useful for researchers, entrepreneurs, innovation managers, and technology venture strategists.

Keywords: Cross-Industry Innovation, Business Development, Digital Transformation, Media Capabilities, Marketing Capabilities.

INTRODUCTION

The digital economy reshapes firm growth, market entry, and value creation by combining technological change, shifting consumer expectations, new organizational forms, and business model innovation (Verhoef et al., 2021). In this setting, cross-industry innovation gains momentum as digitalization and technological convergence accelerate the flow of ideas, capabilities, and technologies across sectoral boundaries (Carmona-Lavado et al., 2023). Research on digital transformation shows that strategic renewal depends on a firm's capacity to recombine dispersed knowledge and turn it into adaptive capabilities for unstable markets (Hanelt et al., 2021).

The convergence of media, marketing, and artificial intelligence provides a strong foundation for competitive advantage, as each domain contributes a distinct strategic function. Media creates attention and audience building, placing narratives in digital spaces where visibility itself takes on economic importance (Verhoef et al., 2021). Marketing then turns visibility into customer knowledge, access to partners, and monetization infrastructures that further broaden the platform. Artificial intelligence

supports innovation management, knowledge processing, and decisioning across high complexity variations and interdependencies (Hanelt et al., 2021; Haefner et al., 2021; Hermann & Puntoni, 2024).

The article studies this convergence as a model of cross-industry business development in scalable technology firms. It argues that experience in media collaboration, global brand marketing, and AI-based product development helps firms detect market gaps, design scalable business models, and commercialize digital technologies in complex industries (Carmona-Lavado et al., 2023; Verhoef et al., 2021). This study proceeds from the assumption that cross-industry capability recombination shapes the logic of business development and market validation in scalable technology ventures, and focuses on the following hypothesis.

Hypothesis 1. The combination of media and marketing capabilities forms a transferable business development competence that supports audience growth, monetization, stakeholder coordination, and later commercialization in new industry settings.

Hypothesis 2. The integration of media, marketing, and artificial intelligence supports the identification of market

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gaps and the creation of scalable technology products in industries characterized by fragmented information, dense regulation, and operational complexity.

MATERIALS AND METHODOLOGY

The literature used by this study covers digital transformation, cross-sector innovation, planned marketing, platform-based media activity, and artificial intelligence-based scalable growth. The study's theoretical foundation is based on literature that identifies how digitalization affects value creation, organizational adaptation, and market change through the recombination of resources and capabilities across different sectors (Verhoef et al., 2021; Hanelt et al., 2021; Carmona-Lavado et al., 2023). This framework is extended by studies on artificial intelligence in innovation management and marketing, which show that AI expands firms' capacity to process complexity, structure market information, and support commercialization in data-intensive environments (Haefner et al., 2021; Hermann & Puntoni, 2024). The methodological basis combines qualitative analytical synthesis of the literature with an empirical case study approach focused on capability transfer across media, marketing, and AI-enabled technology development. The analysis relies on a comparative interpretation of the three domains to trace how audience development, partnership development, and algorithmic problem-solving converge within a single business trajectory (Ma et al., 2023; Martinsuo & Ahola, 2022; Theoharakis et al., 2024; Engez & Aarikka-Stenroos, 2023).

The study examines the cross-industry entrepreneurial case of digital media development. As for the business model and strategy of the case, it includes multinational brand cooperation and an AI-based logistical service for distribution. The first stage of the case in particular is about developing a travel media business by expanding audiences, bringing in sponsors, and international collaboration. At the second stage, it includes marketing work with large corporate actors, where successful collaboration depended on stakeholder coordination, approval procedures, and measurable commercial outcomes. At the third stage, the accumulated experience was transferred to the logistics sector through the design of a platform for freight navigation and permit-based route planning, which used AI to integrate transport restrictions, regulatory requirements, and geospatial routing into a unified decision-support system. This empirical case was selected because it captures cross-industry business development as a sequential process in which competencies formed in media and marketing acquire strategic value in the creation and commercialization of scalable technology products.

RESULTS AND DISCUSSION

Media functions as a primary layer of business development in digital ventures because audience formation precedes durable monetization and shapes the informational base

from which later strategic decisions emerge. Research on cross-platform creators shows that content production in the platform economy depends on continuous negotiation with platform rules, formats, and discovery systems, which turns audience growth into an ongoing process of adaptation (Ma et al., 2023). Research on creator visibility also indicates that exposure is mediated by a broader commercial ecology that includes platforms, intermediaries, and market actors, making visibility itself a scarce economic resource with exchange value (Zhang et al., 2025). Within this logic, the examined travel project developed as a digital media initiative with a focused thematic identity and a clear audience proposition. Its growth was supported by consistent destination storytelling, creator credibility, regular publishing, and collaboration-based expansion. This process contributed to the channel's growth to more than 300,000 subscribers and turned a niche travel format into a scalable media asset.

The growth of the audience created the conditions for monetization through advertising, sponsorship, and distribution. Studies of platform governance show that monetization on video platforms is tied to advertiser-facing policy frameworks, meaning commercial viability depends on content design, compliance, and brand suitability (Kopf, 2022). Work on creators' platform practices also finds that monetization expands when creators distribute effort across formats and channels, since this increases resilience and opens access to multiple revenue logics tied to audiences, advertisers, and partners (Ma et al., 2023). In the present case, these principles took the form of integrated advertising placements, sponsorship collaborations with international brands, and the circulation of long-form content beyond the original platform environment. One travel documentary filmed in the United States entered international television distribution and generated more than 842,000 views across digital platforms. It shows that documentary storytelling can function as a cultural product and commercial infrastructure at the same time, when audience trust, partnership coordination and distribution opportunities align.

Working on marketing campaigns for global brands such as Coca-Cola, Samsung, Procter & Gamble, Visa and British American Tobacco systematized this media logic, requiring deep engagement with complex corporate processes, tracking a chain of approvals, legal checks, brand checks and campaign deployments with multiple stakeholders and many levels of corporate hierarchy. Research on dynamic strategic marketing planning defines marketing capability as an orchestration problem in which firms integrate market intelligence, internal coordination, and adaptive resource allocation under changing conditions (Theoharakis et al., 2024). Research on inter-organizational multi-project management reaches a similar conclusion, showing that firms operating across organizational boundaries need governance mechanisms to coordinate parallel projects, stakeholder

expectations, and distributed decision-making structures (Martinsuo & Ahola, 2022). These conditions were present in brand campaigns aimed at mass audiences, where creative agencies, contractors, client teams, and operational partners collaborated within shared deadlines and measurable performance targets. A key outcome of this experience was a practical understanding of how stakeholder alignment, partnership coordination, and implementation discipline shape commercial outcomes in high-visibility projects.

This combination of media development and brand partnership work produced capabilities that reach beyond communication and promotion. Research on commercialization and market

creation shows that stakeholders contribute to innovation outcomes through complementary activities that connect value propositions, legitimacy, and routes to market (Engez & Aarikka-Stenroos, 2023). The travel project and the later brand collaborations illustrate this mechanism at the venture level, where audience insight, partnership development, and coordination across collaborators became interdependent resources. This is important since it explains how media-based audience building can evolve into a business development capability with transfer value for technology ventures. Stages in the transformation of media activity into business development capability are shown in Table 1.

Table 1. Stages in the Transformation of Media Activity into Business Development Capability

Stage	Core activity	Empirical manifestation in the case	Business development implication
Audience formation	Developing a focused media format through destination storytelling, creator credibility, and serial publishing routines	Growth of the travel channel to more than 300,000 subscribers	Audience became a strategic asset that created attention, trust, and a base for future monetization
Monetization through media	Converting audience attention into revenue via advertising, sponsorship, and distribution	Integrated advertising placements, sponsorship collaborations, and cross-platform circulation of long-form content	Media activity generated commercial value and demonstrated the scalability of the content model
Distribution expansion	Extending content beyond the original platform environment	A travel documentary filmed in the United States entered international television distribution and generated more than 842,000 digital views	Expanded distribution increased reach, strengthened legitimacy, and diversified revenue opportunities
Corporate brand collaboration	Coordinating campaign collaboration with large international firms in multi-actor environments	Projects with Coca-Cola, Samsung, Procter & Gamble, Visa, and British American Tobacco	Developed capabilities in stakeholder coordination, cross-functional collaboration, and work within complex approval systems
Capability transfer	Transforming media and campaign experience into a broader commercial competence	Integration of audience insight, partnership development, and collaboration across commercial stakeholders	Media-based growth evolved into a transferable business development capability relevant for technology ventures

The transition from media-led audience development and partnership-based commercialization to AI product creation emerged from a single operational challenge: how cross-industry business development can generate value in sectors where information is fragmented, regulation is dense, and daily decisions carry direct financial consequences. Logistics presented such a setting. The market gap was visible in truck navigation and route planning, where many existing systems were built for passenger mobility and offered limited support for the constraints of freight transportation. Heavy vehicles move through a landscape shaped by bridge heights, axle limits, toll structures, hazardous weather, traffic disruptions, and state-specific restrictions. When these variables are processed through generic navigation logic, route quality declines and operational risk rises. This gap created the basis for a technology product whose business rationale rested on precision, compliance, and scale.

The platform was designed as an AI-driven environment that could assemble and interpret multiple layers of transport data within one routing process. Road restrictions, bridge clearances, toll costs, weather conditions, and live traffic signals were treated as interdependent inputs. That architecture changed the nature of route planning. The route ceased to be a linear path between origin and destination. It became a regulated operational corridor shaped by vehicle dimensions, legal limits, temporal conditions, and cost exposure. This integration model enabled the system to generate freight transportation routes that reflected the physical and administrative realities of commercial movement. In business terms, the product addressed a recurring demand issue and was relevant to drivers, carriers, and logistics operators.

The AI layer introduced greater functional depth into this system. Freight routing requires more than map-based

optimization because each transport decision interacts with a moving field of constraints. The platform used AI logic to evaluate permissible paths, compare route scenarios, and adapt outputs to commercial vehicle requirements. The value of this approach lies in its capacity to convert raw transport data into route intelligence that could support execution in real operating conditions. This shifted the product from a navigation utility toward a decision-support system for logistics. Such a shift also aligned with the broader argument of this article. Media expertise had supplied methods for understanding users and structuring digital products around attention and trust. Marketing experience had supplied methods for positioning, partnerships, and measurable value delivery. The logistics platform brought these capabilities into a sector where technology adoption depends on accuracy, usability, and economic relevance.

A decisive component of the platform was the automation of oversized permit workflows. In this part of the logistics market, route planning is inseparable from regulatory interpretation because oversized loads often require formal permits with pre-approved movement conditions. These documents contain route instructions, legal constraints, and jurisdiction-specific requirements that have long demanded manual reading and manual transfer into operational planning. The patent-pending artificial intelligence solution was developed to automate the interpretation of regulatory and permit text and convert it into geospatial routing data for oversized freight transportation. By extracting route instructions, infrastructure references, and compliance constraints from unstructured legal language, the system generates compliant routes while reducing manual effort, minimizing human error, and improving the efficiency of logistics operations. Textual descriptions of highways, exits, and interchanges were converted into structured route elements that could be verified and mapped for heavy-duty transport operations. This created a direct connection between regulatory authorization and navigational execution. The AI-driven logistics platform development process is shown in Figure 1.

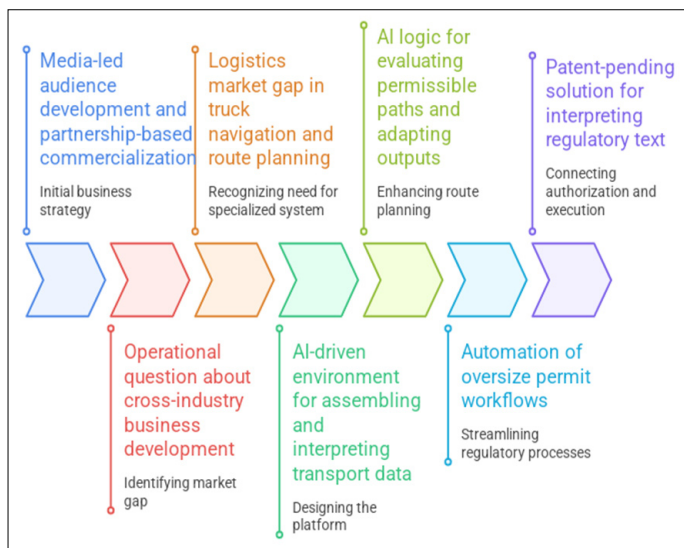


Fig. 1. AI-Driven Logistics Platform Development

Following its development, the AI logistics platform launched on the Apple App Store and Google Play, providing immediate access to mobile-first distribution channels aligned with the working conditions of truck drivers and freight operators. Early adoption emerged in the United States, Canada, and Mexico, indicating that the product addressed a shared operational problem across connected North American freight corridors. This pattern of uptake had analytical value because it reflected user demand driven by direct industry need. The platform attracted the attention of logistics companies, which viewed it as a candidate for integration into existing operational processes, including route planning and transport management workflows. The level of interest suggested the product might be used by individual end users and organizations. From a validating markets perspective, this was also the point at which product features and the market had to meet. The remaining perennial problem for truck navigation is being solved, yet again. Proving compliance to regulations and routes, and smoothly being used as part of daily workflows is another sign of product market fit. Scalability will come from the platform being useful, being a repeatable use case, and being able to integrate with many different types of users across the logistics ecosystem.

Cross-industry experience expands entrepreneurial capacity through mixing modes of thinking that are often not fully developed in any single profession. Media practice develops sensitivity to audience behavior, communication formats, and the cultural conditions of demand formation. Marketing practice builds competence in positioning, partnership design, commercial communication, and performance evaluation. Technological development infuses system logic, organizes data, and architects products. The convergence of these elements across technology-based industries as a unified field has been linked to the cognizance of market inefficiencies that go unnoticed in domain-specific industry lenses. Innovation transpires at the point of intersection when an unresolved industry problem is addressed using tools, habits, and calculated models from other industries. The trajectory examined in this article reflects that pattern. Experience gained through collaboration in digital media growth, audience monetization, and work with global brands laid the foundation for the design of an AI platform for logistics.

The synergy of media, marketing, and artificial intelligence becomes evident when each domain performs a distinct function within a single business model. Media provides a mechanism for understanding users and responding to demand through relevance, trust, and attention. Marketing converts that understanding into a commercial structure through partnerships, distribution logic, and scalable revenue relationships. Artificial intelligence supplies the technical capacity required for automation, adaptive decision-making, and product expansion across larger operational environments. Their integration produces cumulative effects. A company with media competence can better read user

needs. A company with marketing competence can transform that knowledge into market access and institutional credibility. A company with AI capability can convert both into a repeatable product that handles complexity at scale. This results in a business architecture where communication, commercialization and computation reinforce each other.

These findings impact scalable technology companies, where technology novelty is often decoupled from growth. A cross industry perspective supports scalability by connecting product design early on to market understanding. The adoption of business tools can often be made easier by ensuring the underlying operational problem is well defined and relates

to the end user, as is the case for route constraints, permit analysis, and working with freight navigation. Corporate and media experience also reduces barriers at market entry by strengthening positioning, clarifying value communication, and improving the ability to work with complex stakeholder environments. Scalable technology companies are shaped through capability recombination as much as through engineering. The article’s cases suggest that firms built at the intersection of media, marketing, and AI possess a stronger foundation for moving from insight to validation and from validation to sustained market presence. Cross-industry capability recombination in scalable technology ventures is summarized in Table 2.

Table 2. Cross-industry capability recombination in scalable technology ventures

Domain	Core contribution	Scalability effect
Media	Audience insight, trust, demand understanding	Improves problem recognition and user adoption
Marketing	Positioning, partnerships, commercialization	Strengthens market entry and revenue scaling
Artificial intelligence	Automation, data structuring, adaptive decision-making	Enables repeatable products and complexity management
Cross-industry integration	Combination of media, marketing, and AI capabilities	Supports insight, validation, and sustained market presence

While cross-industry business development provides many opportunities, it also offers some challenges in terms of execution, coordination, and growth. Business development projects, from media, marketing, and AI perspectives, are heterogeneous and have different paces, criteria, and terminologies. In the creative development domain, the focus is on audience awareness and precision in using the story. Corporate partnership work is organized around: coordination and trust relations, and contracts. AI product development is focused on data, architecture, and iteration. The combination of all three in a single organization is a particularly demanding challenge, as the business and technical requirements need to be integrated at an unprecedented level. This is especially so in logistics or regulated environments, where product decisions interact with legal, operational and infrastructure constraints.

In such environments, innovation must pass through layers of compliance, institutional approval, and system compatibility before it can achieve scale. The integration of new solutions into large corporate and infrastructure systems adds another level of friction because established organizations often operate through complex procurement processes, legacy software, fragmented decision chains, and high reliability expectations. For this reason, the path from innovation to adoption in cross-industry technology ventures is shaped by product quality and by the firm’s capacity to manage complexity across organizational, technical, and regulatory domains.

CONCLUSION

This article demonstrates that cross-industry business development in scalable technology companies emerges

through the recombination of media collaboration, strategic marketing, and artificial intelligence within a shared growth logic. The examined empirical cases indicate that audience formation, partnership development, and cross-sector coordination can develop into transferable capabilities with direct value for technology venture creation.

The findings show that such capability transfer becomes significant when it enters sectors marked by informational fragmentation, regulatory density, and operational risk. In the studied AI logistics platform, cross-industry experience informed the identification of a market gap in freight navigation and permit-based route planning. Media experience contributed to user-oriented product thinking. Marketing experience supported value articulation, partnership readiness, and market entry. Artificial intelligence enabled the transformation of dispersed transport and regulatory data into a scalable decision-support system for commercial mobility. The hypotheses were confirmed by the study findings. The first hypothesis was supported by the transfer of media and marketing capabilities into business development and commercialization functions. The second hypothesis was supported by the role of combined media, marketing, and AI capabilities in identifying a logistics market gap and shaping a scalable technology product.

The article situates scalable firm growth within a broader model of convergence in which communication, commercialization, and computation operate as mutually reinforcing dimensions of business development. Cross-industry recombination is proven in this study as a structural source of entrepreneurial advantage, since it expands problem recognition, strengthens validation under

market conditions, and supports durable market presence in technology-intensive environments.

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